



COMMUNITY  
TOURISM  
FOUNDATIONS®

**Community Tourism Foundations® Program**  
**Initial Meeting Report**

**Revelstoke, BC**

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### ***Current Situation***

Revelstoke has undertaken tourism development planning in a formal way and in 1997 the community produced the tourism development strategy, which was updated in 2003. Several of the objectives from the strategy have been achieved and others are in process. Revelstoke continues to implement the strategy through the economic development commission and the Chamber of Commerce.

Major tourism infrastructure development is underway with the re-development of the Mount MacKenzie Resort Development project. The plan calls for a modern all-season resort with more than 16,000 bed units, guest service facilities, an 18-hole golf course, a multi-use trail-system, 25 lifts and 100 ski and snowboard trails, that will boast the fourth largest vertical drop of any ski resort in the world.

The community seeks assistance to develop and implement a strategy to draw more visitors from the Trans Canada Highway into the community. Recognizing the tourism experience is a result of the integration of multiple components the tourism plan will need to be undertaken in the context of the big picture of tourism. The other objectives in the existing tourism plan will be reviewed and strategies identified to assist Revelstoke in moving those forward, where possible, as several topics were raised at the initial meeting.

As the local economy continues to evolve more with tourism, Revelstoke will proceed with examining long-term sustainable funding options to create and maintain a competitive position in the marketplace.

During the initial visit to the community, the facilitator and the Tourism BC representative spent some time walking the downtown core. The facilitator met with economic development officer and participated in the full day DMO organized familiarization tour (museums, Centre at Roger's Pass, ski-jump). The Tourism BC facilitator participated in a self directed familiarization tour consisting of a one and a half full days exploring Highway 23 from the Mica Dam to the ferry terminal (including both provincial parks and both waterfalls), Revelstoke Park Way, trails along the river by the airport, the Enchanted Forest, Three Valley Gap, Glacier House Resort and the Hillcrest Hotel.

The overall impression of Revelstoke is inline with its current positioning as a historical town site with older sections of town reflecting its original theme. The setting is attractive with mountains and there is access to the water from town, although it's limited. Highway entrance signage is predominant with directional signage parallel to the railway tracks directing traffic into the township. The focal point of Grizzly Plaza anchors the downtown core. The climate has four distinct seasons.

### ***Lead Tourism Organization***

The lead tourism organization responsible for destination marketing is Revelstoke Tourism, a division of the Chamber of Commerce. Revelstoke has two organizations participating in tourism leadership in the community, tourism development is undertaken by the economic development

commission, destination marketing and visitor services are undertaken by the Chamber of Commerce. These organizations are housed in one location creating a one-stop shop for information. Community Futures Development Corporation of Revelstoke is also involved in some tourism initiatives, as is the City of Revelstoke.

### ***Organization Structure***

#### **Tourism Advisory Committee**

The Tourism Advisory Committee is comprised of a cross-section of tourism businesses and organizations, city and regional district representatives. The committee has 10-12 participants comprised of appointee's and volunteers.

#### **Economic Development Commission**

The Economic Development Commission is a committee of the City of Revelstoke and Area B of the Columbia Shuswap Regional District. The Commission is managed by the City of Revelstoke and employs a full time Director of Community Economic Development, Alan Mason.

#### **Revelstoke Chamber of Commerce / Destination Marketing Function (DMO) and Visitor Services**

The destination marketing function was established in 1997. One full-time tourism coordinator delivers the tourism programs, Gerry Gardner. The visitor services function was established in the 80's. The Chamber of Commerce Executive Director Tom Tischik delivers the visitor services programs with a staff of 10. There are two Visitor Centres, the satellite centre downtown Grizzly Plaza and the Business Information Centre.

### ***Financing***

#### **Economic Development Commission (EDC)**

The City of Revelstoke supplies core funding of \$250,000 annually for the economic development commission.

#### **Destination Marketing Function (DMO)**

The City of Revelstoke supplies core funding for the destination marketing function (\$45,000 annually) and contributes \$15,000 annually toward the salary of the marketing coordinator; the Columbia Shuswap Regional District contributes \$15,000 annually for the marketing coordinator.

#### **Visitor Services**

The City of Revelstoke supplies core funding to the Chamber of Commerce under an annual fee for service agreement of which a portion is allocated to deliver the visitor services function. Tourism BC partially funds the Visitor Centre and special projects such as the Info On The Go Van through the Special Projects program.

### ***Tourism Related Planning***

Revelstoke completed a tourism development strategy in 1997, which was updated in 2003 by the economic development commission. Annual plans are developed from the long-term strategy.

Tourism objectives were included in the *Revelstoke and Area Community Development Strategic Action Plan*, January 2001.

Tourism Revelstoke posts the annual cooperative marketing opportunities on their website at <http://revelstokechamber.com/tourism-marketing.htm>

Currently two strategy plans are being developed; the retail strategy and the affordable housing strategy.

A strategy has just been completed for the expansion of the Interior Forest Museum.

Annual planning occurs with the EDO and DMO for tourism with the Tourism Advisory Committee who also reviews existing programs. An annual tourism industry session is held to communicate the marketing programs in the fall.

### **Literature Review & Key Websites**

In addition to the Expression of Interest, key reports reviewed for the initial assessment of Revelstoke included:

- *Tourism Market Analysis* report prepared for Community Futures Development Corporation of Revelstoke, November 2004
- *Revelstoke Tourism Development Strategy*, Revelstoke Tourism, Revelstoke Community Economic Development, Revised November 2003
- *Revelstoke Snowmobile Strategy*, 2001
- *Revelstoke and Area Community Development Strategic Action Plan and Community Portrait*, Pearce, Mulkey, Nelles, January 2001
- *Revelstoke Community Profile*, Department of Community Economic Development, City of Revelstoke, January 2006
- *Revelstoke Community Profile*, Department of Community Economic Development, City of Revelstoke, July 2004
- *Columbia District Tourism Opportunity Study*, Future Legacy Consulting Group, 2001  
<http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/Columbia/toc.htm>

Key websites reviewed for the initial assessment of Revelstoke included:

- <http://www.seerevelstoke.com/>
- <http://www.seerevelstoke.com/vacation>
- <http://www.seerevelstoke.com/snow>
- <http://www.seerevelstoke.com/shop>
- <http://revelstokecc.bc.ca/tourism-services/>
- <http://www.cityofrevelstoke.com/>

- <http://www.revelstokecf.com/>
- <http://revelstokechamber.com/>
- <http://www.mountainparadise.ca/>
- <http://www.revelstokecc.bc.ca/convention/>
- <http://cityofrevelstoke.com/pool/>
- <http://revelstokechamber.com/directory/>
- <http://www.cityofrevelstoke.com/edc.htm>
- <http://www.revelstokecf.com/>
- <http://www.seerevelstoke.com/weddings>
- <http://www.revelstokecc.bc.ca/events/>
- <http://www.cityofrevelstoke.com/map/map-start.htm>
- <http://www.skirevelstoke.com/>
- <http://www.filmcolumbiashuswap.com/>
- <http://www.glacierchallenge.com/>
- <http://www.englishlanguageschool.ca/>
- [http://www.resc.ca/html/labour\\_market.html](http://www.resc.ca/html/labour_market.html)
- <http://www.kootenayrockies.com/members/member.html?id=170&catid=13>
- <http://www.hellobc.com/en-CA/RegionsCities/Revelstoke.htm>
- <http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/index.html>

Key publications reviewed for the initial assessment of Revelstoke included the print suite produced by Revelstoke Tourism and the Kootenay Rockies Tourism Association and various brochures picked up at the local visitor centre.

### ***Destination and Product Development***

With a dedicated economic development commission destination planning and product development initiatives are ongoing. Projects include the MacKenzie Mountain Resort Development and a proposed development along the Trans Canada Highway is underway. Plans to extend Grizzly Plaza by another two blocks are underway.

### ***Key Destination Attributes***

The appeal for Revelstoke can be characterized by its natural surroundings by mountains and rivers, its location to national parks, access to the wilderness and its destination status in winter for snowmobiling and skiing. There are a number of key museum attractions relating to Revelstoke's history. Outdoor activities include alpine skiing, ATV riding, bird watching, cat-skiing, canoeing, caving, cross country skiing, cycling, snowboarding, snowmobiling, fishing, golfing, heli-skiing, hiking (front and backcountry), horse trekking, hunting, kayaking, mountain biking, rafting, swimming, wildlife viewing, sightseeing and hot springs.

Nestled between the Selkirk and Monashee Mountains located along the Trans Canada Highway, Revelstoke is located between Salmon Arm to the west and Golden to the East and is accessible via the Trans Canada Highway or Highway 23. Nearby airports provide air access. (Kelowna/Kamloops)

An inventory of the tourism composition was completed in 2003 (City of Revelstoke). A list of unique features of Revelstoke is not available, however information about key attributes can be found through marketing materials or within sections of the various websites.

Downtown revitalization with the focal point at Grizzly Plaza for community gatherings re-positioned Revelstoke as a heritage community. Specialty museums focused on heritage make up part of the heritage product.

### ***Tourism Marketing***

Community destination marketing occurs under the brand Revelstoke, British Columbia, Canada. A positioning line is sometimes used. (Uncrowded, Unspoiled, Undiscovered, ...Unforgettable.) A rotation of themes is used to position Revelstoke for the summer markets, which are heritage and history, nature and scenery and outdoor activity. Images for Revelstoke in artwork and signage use an old-fashioned font style to reflect the heritage theme with the icons of the railway, mountain and community entrance (grizzly bear and tower).

Marketing tools include: kit folder, hiking trail map, CD, Museums and Gallery of Revelstoke brochure, Bed & Breakfast and Camping guide, Wilderness Weddings brochure, Nordic Ski Trail Map, Biking Trail map, Snowmobile Trail map, Vacation Guide "Your Mountain Playground", Revelstoke Then & Now!, pad map, Invest in Revelstoke, post card with tear off business card (summer/winter versions).

Booth equipment consists of roll-up models and Revelstoke Tourism maintains an image bank.

Internal and external marketing programs include fulfillment services, two visitor centres, FAM tours, cooperative print and travel show opportunities, media relations, multiple websites and print brochures, maps, partnerships with the Kootenay Rockies Tourism Association, local radio broadcast 97.1, local TV features (in-room), CD, Info Kiosks, e-marketing, cooperative advertising assistance for packaging and partnering, direct marketing, attendance at tourism forums, local FAM tours for new employee's, Info On The Go Minivan.

### ***Research, Monitoring, and Valuation***

A primary research project was conducted in 2004; findings are noted in the *Tourism Market Analysis* report prepared for Community Futures Development Corporation of Revelstoke. The objective of the study was to better understand the traveller's demographics, social character, motivations for visiting Revelstoke and what experiences they would like to purchase and to identify what types of thematic projects are needed to attract visitors to the BC Interior Forestry Museum facility to generate a financially sustainable operation.

Tourism BC Visitor Centre stats are available.

For planning purposes Tourism Revelstoke collects visitor statistics from both visitor centres, the Revelstoke Dam, Mt. Revelstoke Glacier National Park, Railway Museum, snowmobile pass sales and room revenues from BC Statistics.

Internal tracking programs include web hits, web inquiries (by origin, type of information requested), and occupancy through information supplied in confidence.

The community has not undertaken a comprehensive inventory of secondary market research reports.

### ***Tourism Priorities***

- As noted in the EOI, Revelstoke would like the emphasis of the tourism plan to address one objective from the 2003 tourism-planning document, specifically develop and implement a strategy to draw more visitors from the Trans Canada Highway into the community. Although this objective can be addressed it is not possible to isolate one aspect of tourism development and expect effective results when tourism planning requires the integration of various components that make up the tourism industry. By identifying solutions for the other objectives in the plan they will serve to achieve the primary one.
- Another objective in the current plan is positioning for Revelstoke, it needs to be addressed for the summer season as Revelstoke has many product offerings. Winter has a strong destination position.
- With the re-development of the mountain to destination status for Mount Mackenzie, changes are inevitable for Revelstoke and all tourism planning will need to consider the impacts as a result of this development.
- As the composition of the Revelstoke economy continues to increase in tourism, long-term tourism funding and growth will need to be considered as many communities throughout BC are developing their communities with tourism as an economic diversification strategy.
- Although collectively increased tourism activity will benefit BC in the long run, communities (including Revelstoke) will need to meet industry standards and consider best practices to compete.
- Examine the relationship with local media and identify an internal communications plan to work with local media and industry.
- Strategy for tourism inventory

### **Planning requirements include:**

The Community Tourism Foundations program process includes the situation analysis followed by a planning session to identify objectives, strategies and tactics to be achieved in the tourism plan. Review of the objectives from the current tourism development strategy (2003) during the initial meeting indicated many were already achieved and the current situation had changed therefore some were no longer an issue. The Community Tourism Foundations Development program will be able to assist with the review and current status of the existing objectives and

provide strategies or identification of resources to support the strategy objectives in order to move them closer to implementation.

The following initial planning requirements are based on the research conducted to date and may be adjusted as a result of the situation analysis outcome. The following list is presented as a guide for both the community and Tourism BC to consider for next steps.

1. Commence with the situation analysis, presented in a format the community can maintain on an annual basis and update results
  - a. As part of the situation analysis, update the current situation sections based on the existing tourism plan from 2003, ensuring the plan builds on the existing work done to date.
  - b. As part of the situation analysis, provide market profiles as they relate to the product clusters identified for Revelstoke.
  - c. As part of the situation analysis, list the unique features and selling points for Revelstoke in order to address the positioning for summer (this information would be beneficial for other purposes e.g. marketing).
2. Determine if any primary research is required for market development.
3. Prepare a Tourism Plan using the Tourism BC best practices model that will provide a template for the community to update and maintain on a regular basis that addresses the various aspects of tourism planning (e.g. product, industry and destination development); visitor services; marketing strategy; annual marketing plan; inventory; internal communications and marketing communications (tools and channels); tracking and evaluation.
4. Prepare a strategy with a focus on implementation that will draw more visitors from the Trans Canada Highway.

### **Community priorities:**

The EDC office is working with the developer for the Mount Mackenzie development project; expansions to Grizzly Plaza, signage and the OCP update process will commence in the fall of 2006. Currently plans for cultural and retail strategies will be concluded this summer. The DMO is undertaking the annual planning process for the marketing plan and exploring sustainable funding sources to grow tourism opportunities for Revelstoke.

### ***Burning Issues and Critical Sensitivities***

- There are no burning issues or critical sensitivities at this time

### ***Key Areas for Priorities for Exploration in the Situation Analysis***

- Key objective: Trans Canada Highway traffic / attracting visitors off the highway

- Product and destination analysis
- Update visitor profiles
- Relevant data for market profiles
- Review of current marketing strategy and positioning of Revelstoke
- Potential changes for Revelstoke as a result of the destination mountain resort (and potential for partnership with local government for resort communities)
- Transportation issues
- Wayfinding / signage
- Beautification
- Visitor Centre (long-term location)
- Meeting and conference opportunities
- Outcomes of cultural strategy and retail strategy
- Need for a heritage strategy
- Regional marketing opportunities (regional DMO and communities)
- Tracking and evaluation system
- Niche marketing
- Labour shortages
- Service levels (need for training)
- Long-term sustainable funding
- Issues for OCP
- Development projects (Mt. Mackenzie, others)
- Community Centre
- Strategy for tourism inventory

***Issues that need to be addressed before further progress is likely to take place***

- Working within the broader context of the Tourism BC Community Tourism Foundations program rather than focusing on one objective as requested in EOI.
  - Concerns regarding duplication of effort were expressed as Revelstoke currently has an existing tourism plan. The Tourism BC Community Tourism Foundations program offers an opportunity to provide a best practices model to the community of Revelstoke if they wish to embark on this process, which will enhance their effort, rather than duplicate it.

***Review of Communities Expectations from Community Tourism Foundations***

- One objective was requested as the focus of assistance in the EOI, however many issues have been identified in the initial meeting that echo other objectives in the existing tourism plan that can be addresses during this process. By dealing with multiple issues in the context of the bigger picture of tourism, the success of the primary objective of bringing more people off the highway into Revelstoke can be achieved more effectively.

***Next Steps and Timing / Proposed MOU Content***

- Review of Initial Report by attendees of the initial meeting and those from the Tourism Advisory Committee
- Agreement to support the Community Tourism Foundations program process and program criteria (MOU, inventory, sponsorship of meeting space, FAM tours, and accommodation for the Tourism BC facilitator)
- Agreement to move forward with the program by forming a working committee and provide contact information for the working committee
- Community Tourism Foundations facilitator to undertake the situation analysis in preparation for a September planning session in cooperation with the DMO, EDC, VC and Tourism Advisory Committee
- Produce a tourism plan that will include an overview of best practices for community tourism development and marketing planning as it relates to the current situation for Revelstoke, while delivering a strategy for the key objective of drawing more visitors from the Trans Canada highway (timing to be determined)

***Tourism BC Initial Meeting Attendees List***

Nelli	Richardson	City of Revelstoke City of Revelstoke / Economic
Alan	Mason	Development Commission City of Revelstoke / Frontier Motel and
Matt	Singh	Resort
Alex	Szirmai	Glacier House Resort
Norm	Langlois	Hillcrest Hotel
Ingrid	Boaz	IB Consulting & Marketing
Chris	Andrews	Kootenay Rockies Tourism Association
Graham	Harper	MacPherson Lodge
Cindy	Pearce	Mountain Labyrinths
Rene	Hueppi	Mulvehill Creek Wilderness Inn
Rob	Buchanan	Parks Canada
Clyde	Newsome	Powder Springs
Gerry	Gardner	Revelstoke Tourism
Penny	Pasnak	Selkirk Tangiers Heli Ski Ltd.

Phone interview

Thom	Tischik	Revelstoke Chamber of Commerce
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